

# **Administrative Systems Replacement**

## **Project Charter**

**Virginia Commonwealth University**  
**March 22, 2004**

## A. General Information

*Provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title - The working name or acronym that will be used for the project; Proponent Secretary - The Secretary to whom the proponent agency is assigned or the Secretary that is sponsoring an enterprise project; Proponent Agency – The agency that will be responsible for the management of the project; Prepared by – The person(s) preparing this document; Date Prepared - The date this document is initially prepared.*

<b>Project Title:</b>	Administrative Systems Replacement
<b>Project Working Title:</b>	Administrative Systems Replacement
<b>Proponent Secretary:</b>	Secretary of Education
<b>Proponent Agency:</b>	Virginia Commonwealth University
<b>Prepared by:</b>	Mark D. Willis, Assistant Vice President, Administrative Information Technology
<b>Date Prepared:</b>	22-Mar-04

## Points of Contact

*List the principal individuals who may be contacted for information regarding the project.*

<b>Position</b>	<b>Title / Name / Organization</b>	<b>Email / Telephone</b>
<i>Project Sponsor</i>	Senior VP for Finance & Administration, VCU Paul W. Timmreck	<a href="mailto:timmreck@vcu.edu">timmreck@vcu.edu</a> (804) 828-6116
<i>Project Manager</i>	Banner Project Director, VCU James C. Thomas	<a href="mailto:jcthomas@vcu.edu">jcthomas@vcu.edu</a> (804) 828-9954
<i>Chief Information Officer</i>	Assistant Vice President, Administrative Information Technology, VCU Mark D. Willis	<a href="mailto:mdwillis@vcu.edu">mdwillis@vcu.edu</a> (804) 828-0138
<i>Proponent Cabinet Secretary</i>	Virginia Secretary of Education Belle S. Whelan,	<a href="mailto:seced@gov.state.va.us">seced@gov.state.va.us</a> (804) 786-1151
<i>Proponent Agency Head</i>	President, Virginia Commonwealth University Eugene P. Trani	<a href="mailto:etrani@vcu.edu">etrani@vcu.edu</a> (804) 828-1200

## **B. Project Purpose**

*Explain the business reason(s) for doing this project. If the Project Analysis Worksheet was completed, the Project Purpose (Section B) from the worksheet provides information to support completion of this section.*

### **1. Business Problem**

*The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency's Strategic Plan or IT Strategic Plan.*

VCU's major administrative systems (finance, student and human resources) are currently on obsolete technology and do not provide the functionality that the University needs to be competitive. Under this initiative, the University will modernize its aging administrative information systems and computing platforms. The existing systems will be replaced with a modern, integrated ERP suite of applications. This modernization is expected to enhance service delivery to faculty, students and staff in ways that cannot effectively be accomplished with the existing core technology resources in place, which are classified (COV Enterprise Architecture guidelines) as obsolete.

For example, the existing mainframe platform and application systems do not allow for:

- Real-time interoperability with external systems intended to enhance University operations, including the Commonwealth's eVA procurement system, the University's e-Learning/course management tool which provides web-based instructional support, VCU's facilities management system, and an outsourced web system for receiving job applications; these and other interfaces must be accomplished in batch mode, which often extends processing time and diminishes customer service.
- Integrated, native web user interfaces to increase customers' access to services; those needs are being partially met through a middleware product which requires significant programming and support, and does not provide the full range of content and capabilities desired.
- Support for single sign-on and authentication; not having that functionality makes navigation between software applications awkward and requires users to have multiple ID's, in turn impeding security efforts.
- Fluid connectivity to electronic communications and automated workflow tools; not having that capability hampers administrative re-engineering and service improvements.
- Reallocation of resources from infrastructure support to user and application support and development.

### **2. Project Business Objectives**

*Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must*

*relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one Project Business Objective.*

<b>Commonwealth or Agency Strategic Plan - Critical Issues</b>	<b>Project Business Objectives</b>
Strategic Plan Goal I. The University will provide the highest quality academic programs, services, and facilities for students.	Strategic Plan I (14). Consistent with the goal of (instructional) technology across the curriculum, VCU students will be computer literate. This goal will be accomplished by expanding student access to computing. Tactical Strategies II (1). Administrative restructuring will continue in order to improve customer service and increase efficiency.
Strategic Plan Goal IV. The University will provide an environment for working and learning that attracts, retains, and supports outstanding, diverse, and dedicated staff, administrators and faculty.	Strategic Plan IV (6). A base line of appropriate technology access will be provided for all faculty and staff. Tactical Strategies II (1). Administrative restructuring will continue in order to improve customer service and increase efficiency.

## **C. Assumptions**

*Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.*

Executive Support – executive management support is a critical component to this enterprise-wide project, and will continue for the duration of the project at the highest level.

Funding - this is a significant reinvestment in technology which requires a significant funding commitment from the University.

Personnel - this project will require a substantial commitment of staff time in both functional and technical areas, which will be made available. The University's decision to rely on vendor developed and supported administrative systems is intended to minimize the staff resources required for implementation and ongoing operation.

Solution – selection of the administrative systems applications and commercial vendor used by the majority of institutions of higher education in Virginia and available through a statewide contract developed in coordination with the (former) Department of Technology Planning will provide the desired benefits at the least cost.

## **D. Project Description, Scope and Management Milestones**

### **1. Project Description**

*Describe the project approach, specific solution, customer(s) and benefits. The Project Description is located in the Project Proposal, Section C.*

The University's strategy is to replace its financial, human resource and student information systems with the SCT Banner Enterprise Resource Planning system. SCT has developed and supported this solution that utilizes modern technology architectures and native Internet access to provide self-service access and business process support to faculty, students and staff. The integrated design of this solution will support a modern workflow strategy and enable seamless electronic communication to constituents, via an Internet portal and/or electronic mail. SCT has proven credentials with several institutes of higher learning in the State of Virginia to be able and experienced in providing both technical and functional resources for installation, training, process analysis and operations.

The University will utilize the statewide contract for acquiring administrative systems applications for institutions of higher education from Systems & Computer Technology (SCT). This approach will allow for the upgrade of the mainframe platform financial and student modules currently in place from SCT and acquisition of the companion human resource and advancement modules, as well as the integrated web self-service applications.

This project is consistent with Commonwealth of Virginia technology initiatives to revolutionize service delivery and consolidate IT infrastructure, as well as enterprise business strategies to improve the efficiency and effectiveness of government services.

## **2. Scope**

*The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project.*

This project will result in the replacement of the University's mission critical administrative systems with a modern, integrated ERP application. The scope of the proposed project is limited to delivering the following components of the SCT Banner system:

- Financial system:
  - Financial accounting & budget
  - Accounts payable
  - Purchasing/e-Procurement/invoicing/receiving
  - Fixed assets
  - E-commerce (payments)
  - Internal and external interfaces
  - Decentralized electronic budget administration
  - Departmental administration
  - Effort reporting
- Human Resource system:
  - Payroll

- Personnel
- Position control
- Applicant tracking
- Leave control
- Timekeeping
- Tax deferred annuities
- Internal and external interfaces
- Web based employee self service
- Web based personnel administrator self service
- Student system:
  - Admissions
  - Records
  - Financial aid
  - Student billing
  - Degree audit
  - Transfer credit articulation
  - Web based student self service
  - Web based faculty self service
  - Internal and external interfaces
  - Housing
- Development system (optional component, tbd):
  - Alumni
  - Development
  - Web based alumni relationship management
- Reporting:
  - Data warehouse / Universal Reporting Center
  - Web based report storage and access

### 3. Summary of Major Management Milestones and Deliverables

*Provide a list of Project Management Milestones and Deliverables (see Section E of the Project Proposal Document). This list of deliverables is not the same as the products and services provided, but is specific to management of the project. An example of a Project Management Milestone is the project plan completed.*

Number	Event	Estimated Date	Estimated Duration
1	Project Charter Approved by ITIB	May 2004	1 month
2	Project Plan Completed	July 2004	4 months
3	Project Plan Approved	July 2004	1 month
4	Project Execution – Started	July 2004	36 months
4.1	Financial and Human Resources systems live (preliminary date)	July 2006	(24 months)

4.3	Student system live (preliminary date)	June 2007	(18 months)
4.4	Development system live (opt. component)	June 2007	(8 months)
5	Project Execution Completed	June 2007	1 month
6	Project Closed Out	October 2007	4 months

## E. Project Authority

*Describe the authority of the individual or organization initiating the project, any management constraints, management oversight of the project, and the authority granted to the Project Manager.*

### 1. Authorization

*Name the project approval authority that is committing organization resources to the project. Identify the source of this authority. The source of the approval authority often resides in code or policy and is related to the authority of the individual's position or title.*

The Code of Virginia, Section 23-50.10 vests overall management powers and operating responsibility for Virginia Commonwealth University with the University's Board of Visitors, who in turn have appointed the President to be the chief executive officer of the University. President Eugene P. Trani has authorized and committed the organization resources required for this project.

### 2. Project Manager

*Name the Project Manager and define his or her role and responsibility over the project. Depending on the project's complexities, include how the Project Manager will control matrixed organizations and employees.*

The Banner Project Director, James C. Thomas, is responsible for the successful execution of the project and implementation of the ERP applications. The Project Manager will report directly to the Project Sponsor for the duration of the project, and provide regular status reports to executive management, the Board of Visitors, and the Internal Project Steering Committee. Other specific responsibilities will include:

- project planning
- identification & enlistment of project team members, and project team organization
- organization of project resources
- management of resources provided by the application vendor and other contractors as engaged
- coordination and control of the project teams' activities
- resolution of policy issues with the Internal Project Steering Committee that cannot be resolved within the project teams
- communication of the projects activities and progress to a variety of constituents
- management of the project budget.

James has the experience qualifications in project management that far exceed the CPM requirements for a Major Project. He successfully completed the Core Processes test on April 15, 2004 and will complete the Facilitating Processes test requirement by April 30, 2004.

### 3. Oversight

*Describe the Commonwealth or Agency Oversight controls over the project.*

Oversight of the project at the Commonwealth level will be accomplished through the Secretariat of Education Oversight Committee, including members from the proponent Secretariat and the Secretary of Technology. The roles and responsibilities of that Committee include:

- participation in project initiation by providing a recommendation to the Commonwealth CIO for project planning and project development approvals
- review of the completed project plan and project baselines, and recommendation to the Commonwealth CIO for approval
- ongoing oversight of the project's progress for the duration of the project as appropriate.

Oversight of the project at the Agency level will be accomplished primarily through a Project Steering Committee composed of senior administrative officers in business and technology units. The roles and responsibilities of that Committee include:

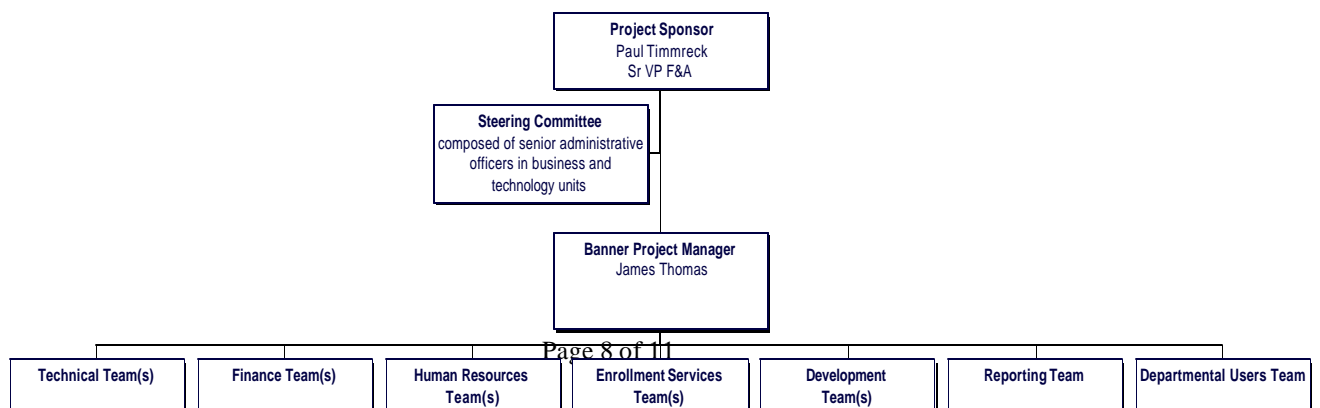
- ongoing oversight of the project's progress for the duration of the project as appropriate, to ensure it remains on schedule and within budget
- active and visible promotion of the project's goals and objectives, and advocates for change
- reallocation or redirection of resources under their direct control to meet project requirements and address any unforeseen needs
- resolution of any policy or resource issues that cannot be resolved within the project teams or by the Project Manager
- engagement of an independent validation and verification reviewer to monitor the project's progress.

In addition, the Project Manager will provide regular status reports to executive management and the Board of Visitors.

## F. Project Organization

### 1. Project Organization Chart

*Provide a graphic depiction of the project team. The graphical representation is a hierarchical*



*diagram of the project organization that begins with the project sponsor and includes the project team and other stakeholders.*

Selection of leaders for the enrollment Services, Development, Reporting and Departmental Users teams is underway but commitment of those resources is assured as all participants are in the Finance and Administration division of VCU headed by the project sponsor, Mr. Paul Timmreck.

### **Steering Committee Members**

Paul W. Timmreck, Senior VP for Finance and Administration (Chair)  
Mark D. Willis, Assistant Vice President, Administrative Information Technology  
Dianna Chinnici, Associate Vice President, Finance and Administration  
Paul P. Jez, Associate Vice President, Business Services and Treasurer  
Cindy Andrews, Executive Director, Human Resources  
Henry Rhone, Vice Provost for Student Affairs and Enrollment Services  
Phyllis Self, Vice Provost for Academic Technology  
William Gleason, Associate Vice President for Health Sciences  
Dean (to be named), Academic Campus  
Dean (to be named), Medical Center Campus

## **2. Organization Description**

*Describe the type of organization used for the project team, its makeup, and the lines of authority.*

The Administrative Systems Replacement project will require resources from many of the University's organizational units to provide the needed expertise, staffing and decision-making. A "projectized" organization form will be used. The Project Manager has the day-to-day responsibility for organizing and managing the project teams. The functional area teams will be led by business managers and consist of several sub-teams focused on specific processes; for example, accounts payable in Finance, benefits in Human Resources, student records in Enrollment Services, and alumni in Development. Additionally, the ERP application vendor will be an integral part of the teams by providing both technical and functional resources for installation, training, process analysis and operations.

## **3. Roles and responsibilities**

*Describe, at a minimum, the Roles and Responsibilities of all stakeholders identified in the organizational diagram above. Some stakeholders may exist who are not yet part of the formal project team but have roles and responsibilities relate to the project. Include these stakeholders' roles and responsibilities also.*

The roles and responsibilities of the Project Manager and Project Oversight Committee are described in Section E above. By design, the Project Oversight Committee will include all key stakeholders.

## **G. Resources**

*Identify the initial funding, personnel, and other resources, committed to this project by the project sponsor. Additional resources may be committed on completion of the detailed project plan.*

The following resources have been assigned to the project:

- Funding - \$8 million for direct costs (including \$3 million committed from non-general funds, and \$5 million from general funds)
- Project Teams – a total of \$3.4 million of internal personnel effort is projected over the life of the project, equivalent to 43 person-years of work
- Replacement Staff – a total of \$1.2 million for funding replacement staff has been allocated in the project budget
- Vendor Support – the ERP application vendor will provide a substantial amount of technical and functional personnel resources for installation, training, process analysis and operations review.

## **H. Collaboration**

The institutions of higher education in Virginia have a long history of collaborating on common information technology needs and requirements. Specific examples include sharing program code and scripts for interfaces to Commonwealth systems and for data manipulation, sharing of system and application configurations, project management plans and procedures, and identification of functional and technical best practices. In June 2002, with coordinating assistance from the former Department of Technology Planning, ten institutions formed the Virginia SCT Users Group and signed a joint contract with SCT to provide software and professional services at reduced costs. ("Higher education has illustrated how cooperative procurements can leverage Virginia's purchasing power and more effectively utilize the financial resources available to state government," said George Newstrom, Secretary of Technology, in an accompanying press release.) The Virginia SCT Users Group is currently exploring the potential to contract selected interface coding and maintenance to SCT, with the objective of reducing statewide costs.

The potential for collaboration during implementation projects and for subsequent operations is being actively reviewed in the Virginia Higher Education CIO Council. While the timing of project activities may differ, similar projects either underway or planned at William and Mary, Mary Washington, Virginia State, Longwood, Richard Bland and Virginia Commonwealth University should provide for continued collaboration opportunities. Planned collaboration activities include: joint training sessions, inter-institutional consulting, and access to development systems for initial product familiarization and training. VCU is in the position of having strong Oracle DBA support and can provide that support to other State universities in a cost-sharing arrangement that can result in lower overall costs for all participants.

## I. Signatures

*The signatures of the people below document approval of the formal Project Charter. The Project Manager is empowered by this charter to proceed with the project as outlined in the charter.*

<b>Position/Title</b>	<b>Signature/Printed Name/ Title</b>	<b>Date</b>
<i>Proponent Cabinet Secretary</i>	Honorable Belle S. Whelan, Secretary	
<i>Proponent Agency Head</i>	Eugene P. Trani, President	
<i>Project Sponsor</i>	Paul W. Timmreck, Senior VP Finance and Administration	
<i>Project Manager</i>	James C. Thomas, Banner Project Director	
<i>Chief Information Officer</i>	Mark D. Willis, Asst. VP, Administrative Info Technology	